

*DCFA
Organizational
Climate
Survey
Results*

A. Strategic Planning

Question 1: Fort Monroe's Strategic Plan is reviewed/updated annually by senior leadership (Mission, Vision, Values, Goals).

Question 2: Fort Monroe's Key Business Drivers and Key Processes are reviewed/updated annually by senior leadership. (New Question)

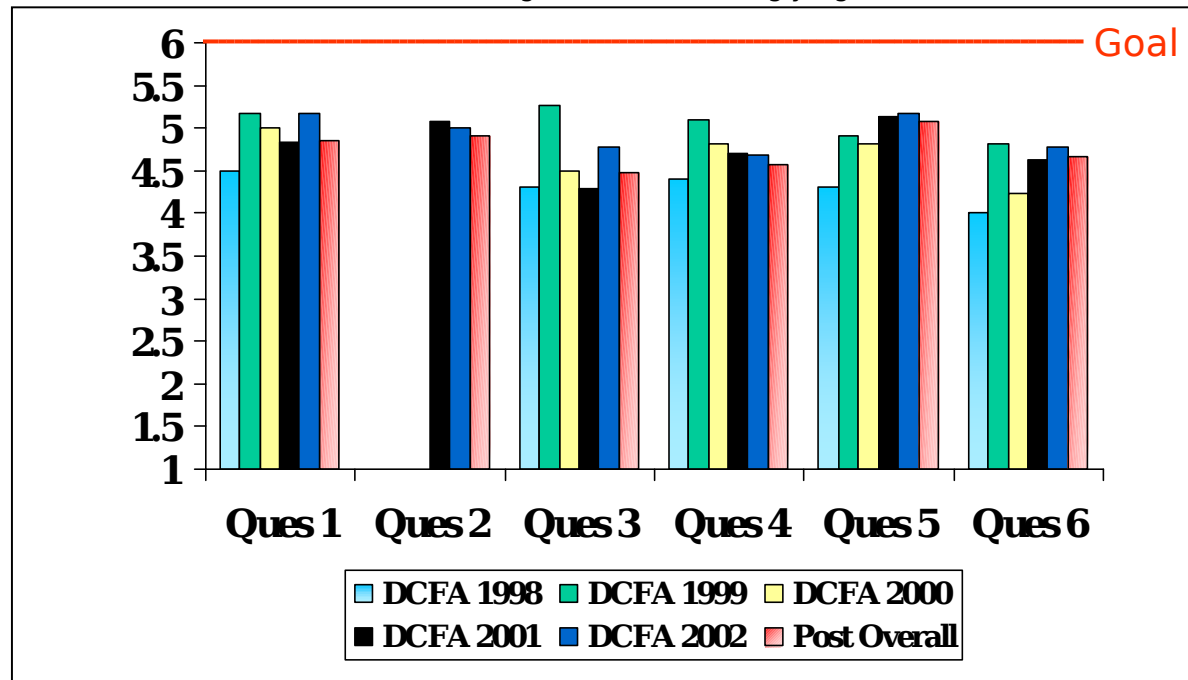
Question 3: I have been briefed on Fort Monroe's Strategic Plan by the Commander or my directorate's senior leaders.

Question 4: I understand how the Strategic Plan relates to my job.

Question 5: I take into account Fort Monroe's goals as I plan and execute my work.

Question 6: I have a broad understanding of Ft Monroe's Leadership System.

1--Strongly Disagree 4--Somewhat Agree
2--Disagree 5--Agree
3--Somewhat Disagree 6--Strongly Agree



All "Don't Know/NA" answers are not included in the survey

B. Leadership Practices

Question 7: I am inspired to follow leadership toward Fort Monroe's vision.

Question 8: Leaders visibly lead and facilitate problem solving efforts and/or special projects.

Question 9: Leaders speak about the connections between our strategic plan and business results.

Question 10: I believe our leaders are proud of us.

Question 11: Leadership has defined empowerment as delegation of decision making to the lowest practical level and has provided each employee with an empowerment card. I feel empowered in my job.

1--Strongly Disagree
Agree

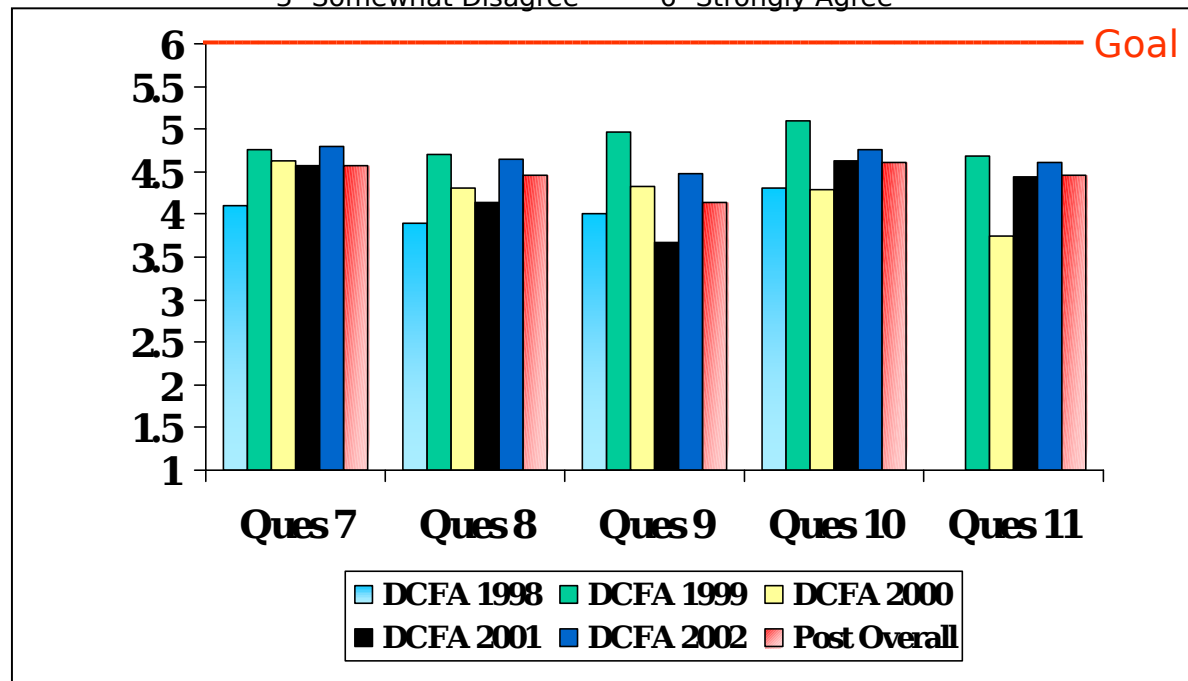
4--Somewhat

2--Disagree

5--Agree

3--Somewhat Disagree

6--Strongly Agree



All "Don't Know/NA" answers are not included in the survey

C. Supervisory Practices

Question 12: My supervisor encourages me to pursue personal development as part of my jobs and to learn by doing.

Question 13: My supervisor helps me integrate what I have learned in development or training programs by discussing how it applies in the workplace.

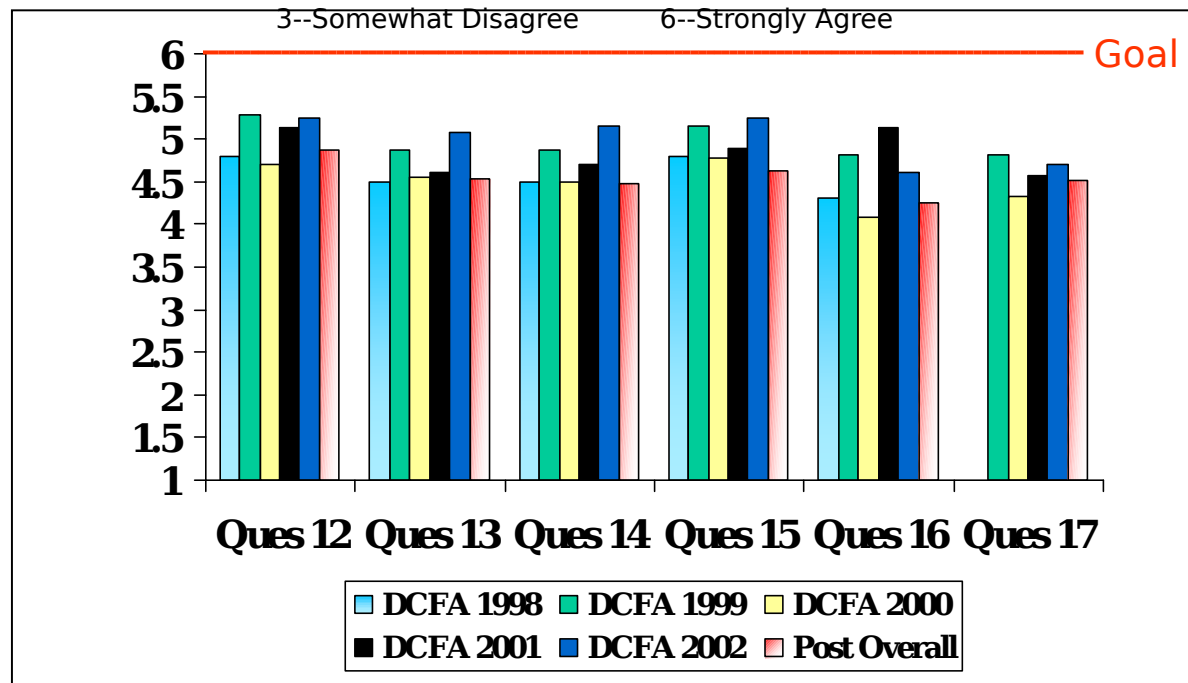
Question 14: My supervisor communicates effectively with me about my developmental needs and progress.

Question 15: My supervisor encourages me to contribute ideas for improvements through individual conversations and/or group meetings.

Question 16: My supervisor admits his/her own mistakes.

Question 17: Ergonomic needs of employees are considered.

***Ergonomic**
Examples: Adjustable Chairs, wrist bands to Prevent carpal tunnel Syndrome, etc.



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D. Climate*

Question 18: I am not afraid to share my opinion and speak my mind.

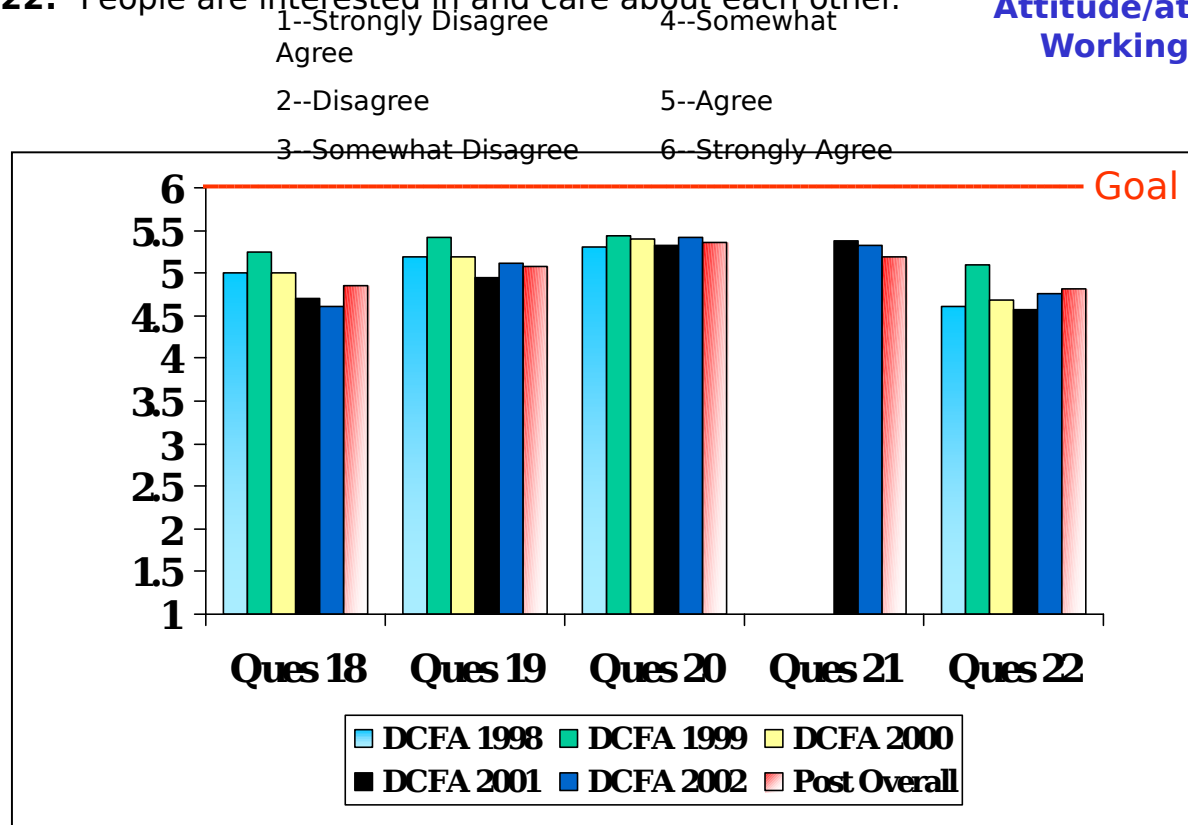
Question 19: I have a healthy sense of “play” about my work; it’s ok to enjoy my job.

Question 20: I work hard to eliminate “we/they” mindsets: I cooperate and collaborate whenever possible.

Question 21: My co-workers treat me as an adult--as a person who can think for himself/herself and be responsible. (New Question)

Question 22: People are interested in and care about each other.

***Climate is the overall
Attitude/atmosphere of the
Working environment.**



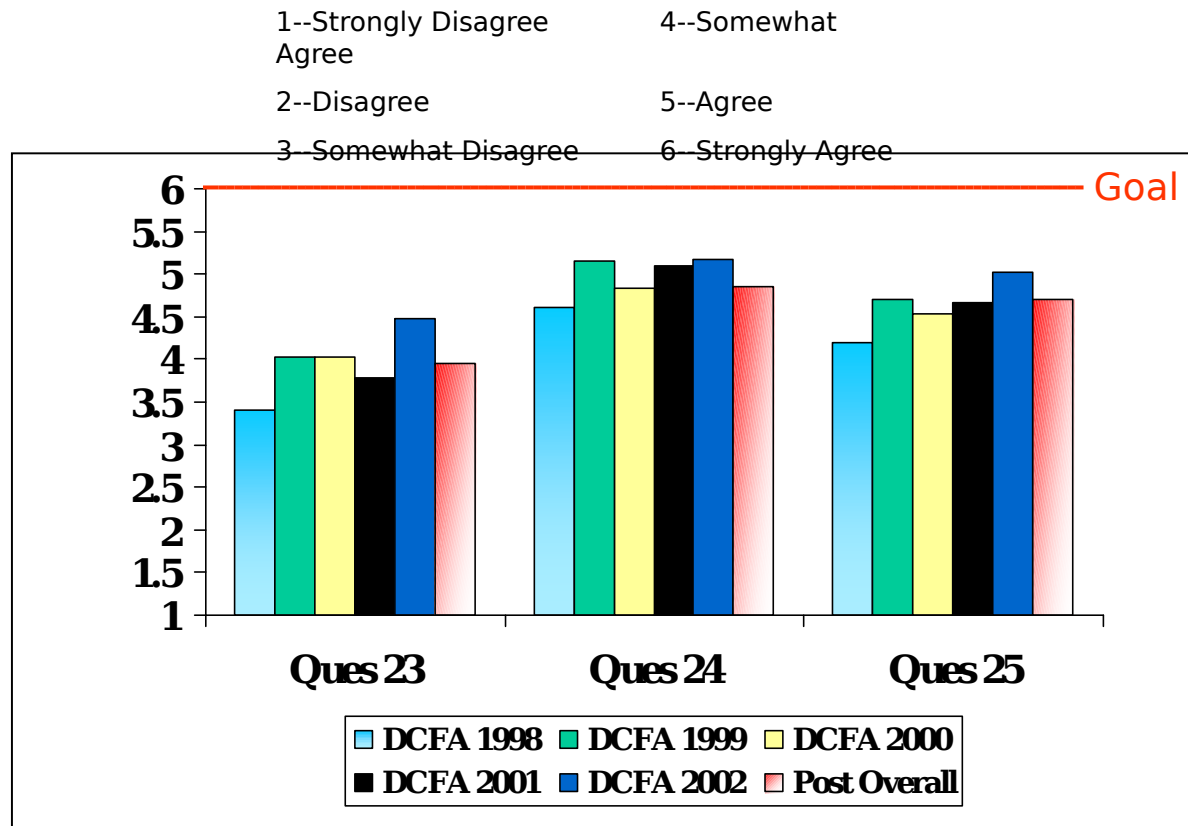
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E. Organizational and Job Structure

Question 23: Job rotation, temporary assignments, and/or cross training (for other jobs) are used to build workforce flexibility.

Question 24: My work space is designed to allow for easy and frequent communication among those I work with most often.

Question 25: My directorate modifies work processes in response to changing circumstances or priorities or to improve efficiency.



All "Don't Know/NA" answers are not included in the survey

F. Information Flow

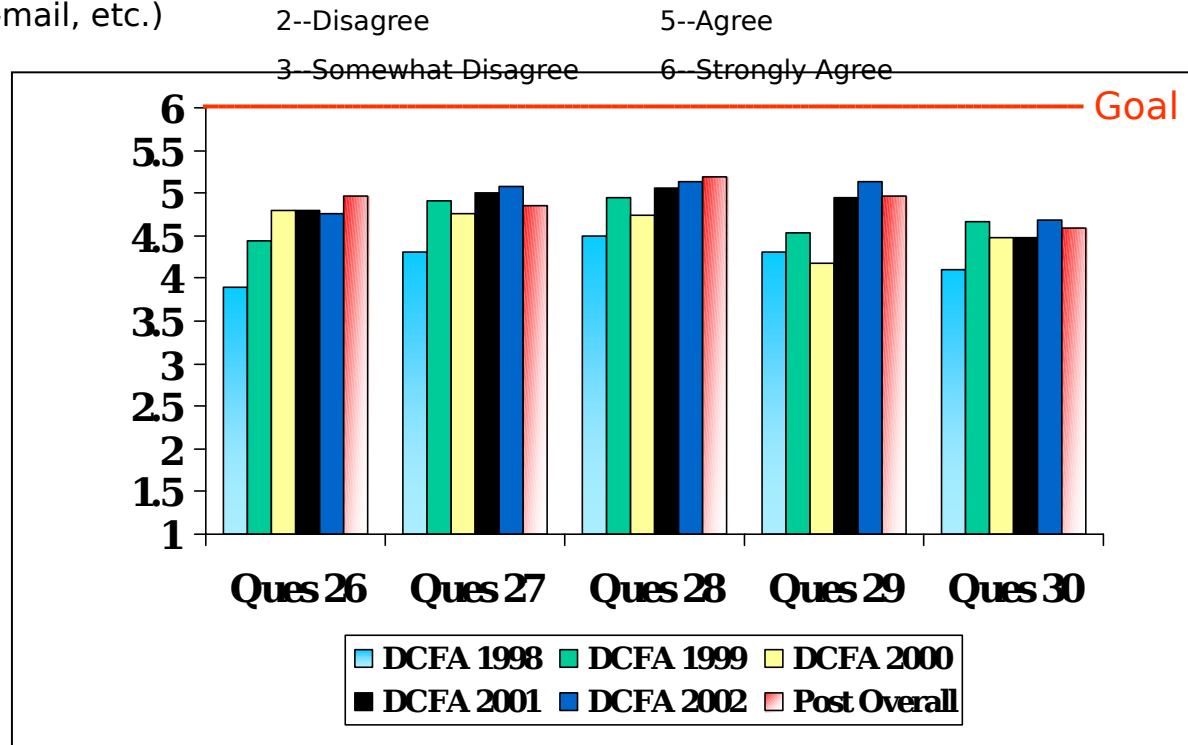
Question 26: My directorate utilizes advanced technology to improve the flow of information and to enhance our communication with one another (for example, computer networks, e-mail, cellular phones, or pagers).

Question 27: My directorate communicates key business information to all employees through channels such as e-mail, staff meetings, and/or all-personnel meetings.

Question 28: Those of us for whom it is appropriate have learned to use our computer system effectively.

Question 29: I receive the information I need to do my job (such as quality, productivity, cost, or sales data).

Question 30: As our work group or project teams solve business problems or create new approaches, we communicate our learnings and results throughout the organization (through things such as memos, presentations, e-mail, etc.)



All "Don't Know/NA" answers are not included in the survey

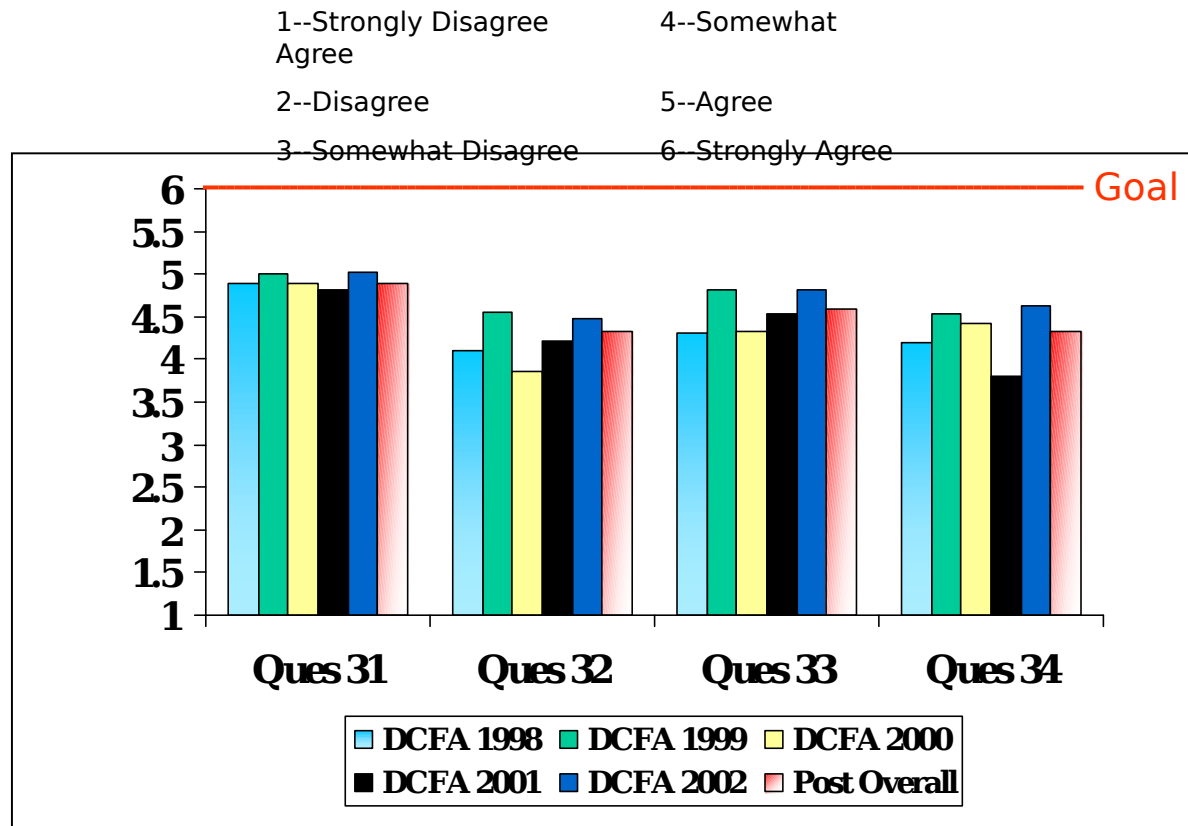
G. Individual and Team Practices

Question 31: Individuals and teams are encouraged to identify and solve problems in their work areas.

Question 32: In conflict situations, blaming is minimized so that people can openly and honestly discuss the issues and work toward solutions.

Question 33: People and groups are encouraged to analyze and learn from mistakes.

Question 34: We routinely ask one another for feedback on our performance so that we can continually improve our work.



All "Don't Know/NA" answers are not included in the survey

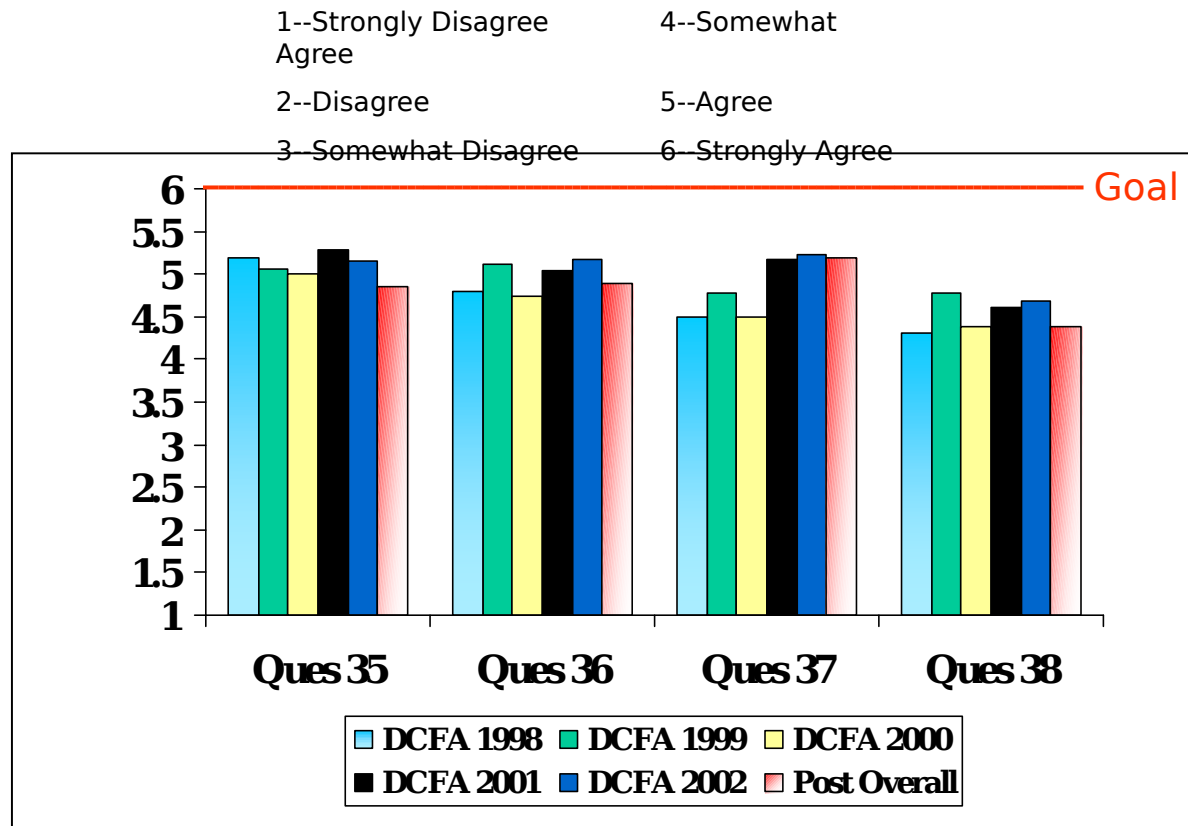
H. Work Processes

Question 35: I routinely experiment with new approaches to my work: I try out new ideas.

Question 36: I am not punished for making honest mistakes, for having tried something worthwhile and failed.

Question 37: When I engage in problem solving, I consider the “ripple” effects that various solutions or actions may have throughout the organization.

Question 38: We learn from the marketplace through studies of competitors and/or other industry leaders.



All “Don’t Know/NA” answers are not included in the survey

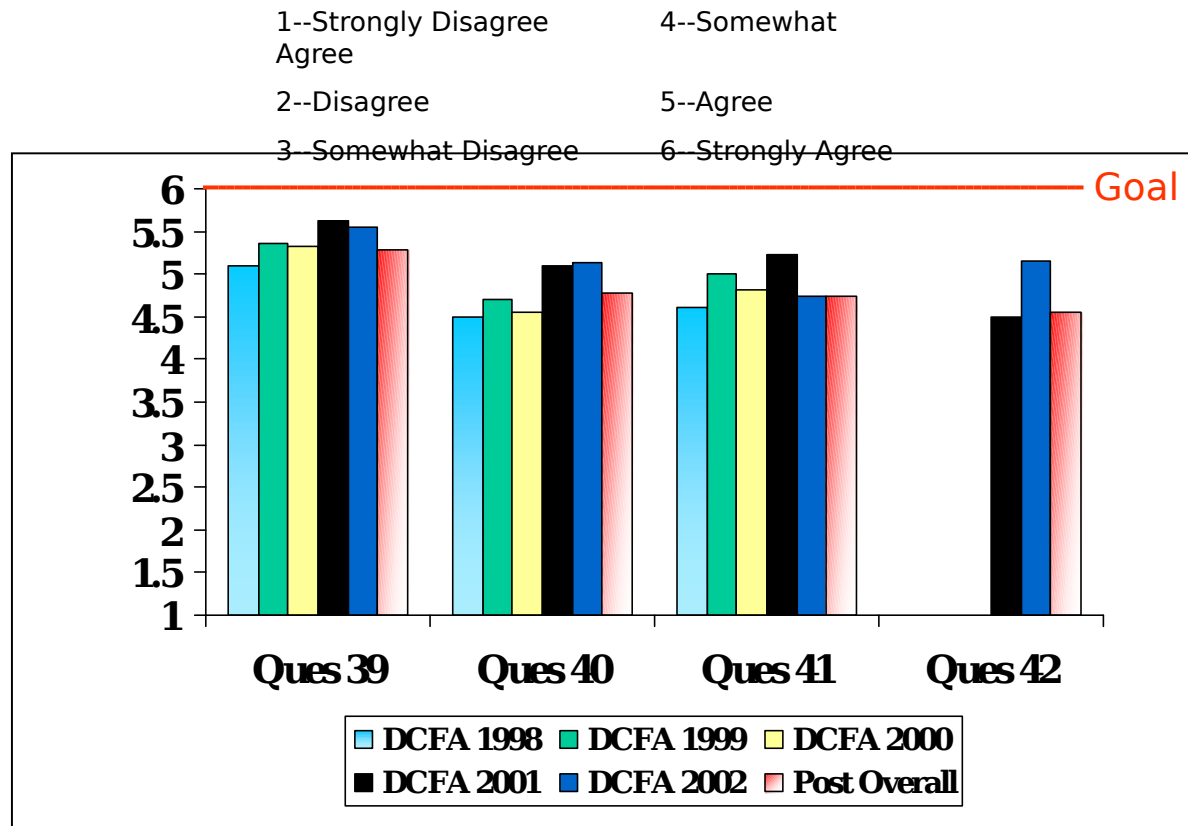
I. Performance Goals and Feedback

Question 39: The satisfaction of my customers is considered in my performance reviews.

Question 40: As appropriate, I periodically renegotiate my goals with my key customers, suppliers, and/or managers.

Question 41: I routinely give my suppliers (internal and external) feedback on the quality of the products and services they deliver to us.

Question 42: My directorate establishes individual development goals during my initial support form counseling, annually (New Question).



All "Don't Know/NA" answers are not included in the survey

J. Training and Education

Question 43: Educational programs include skill training on becoming more creative.

Question 44: My directorate has diagnostic tools for individual development and/or developmental planning processes available for everyone.

Question 45: Taking responsibility for my own learning and development is considered part of my job.

Question 46: My directorate assigns special work projects in which people are given the time and support to learn new skills and knowledge, as well as do the work.

Question 47: Formal training programs provide me with tools, job aids, or processes that enhance on-the-job performance.

1--Strongly Disagree
Agree

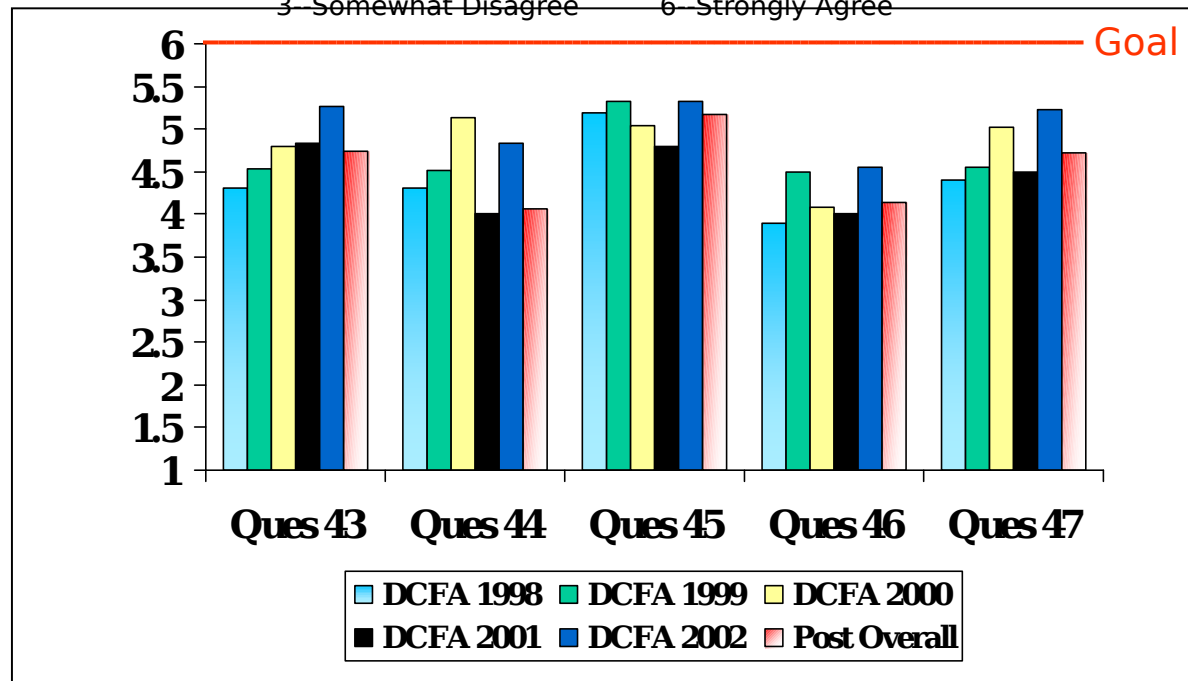
4--Somewhat

2--Disagree

5--Agree

3--Somewhat Disagree

6--Strongly Agree



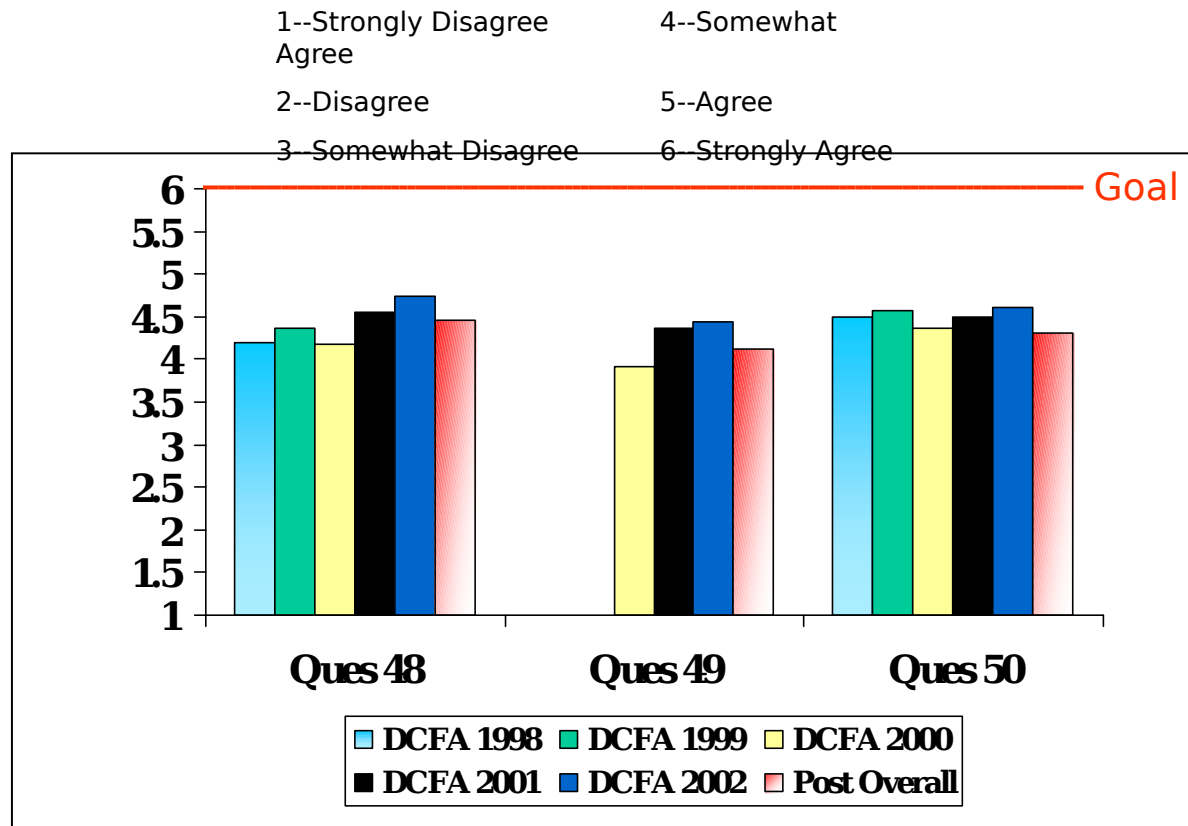
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K. Rewards and Recognition

Question 48: I am recognized for being courageous, that is, for experimenting and taking appropriate chances.

Question 49: Managers utilize the award system to recognize employees for a job well done.

Question 50: I am recognized for solving business problems or successfully meeting challenges.



All "Don't Know/NA" answers are not included in the survey